

Competency	Definition
Ethics and Integrity	The degree of trustworthiness and ethical behavior of an individual with consideration for the knowledge one has of the impact and consequences when making a decision or taking action.
Communication	The ability to listen to others and communicate in an effective manner.
Analytical Thinking	The ability to approach a problem by using a logical, systematic, sequential approach.
Personal Credibility	Demonstrating concern that one be perceived as responsible, reliable, and trustworthy.
Decision Making	The ability to make decisions and solving problems involving varied levels of complexity, ambiguity and risk.
Written Communication	The ability to communicate ideas, thoughts, and facts in writing. The ability/skill in using correct grammar, correct spelling, sentence and document structure, accepted document formatting, and special literary techniques to communicate a message in writing.
Interpersonal Skills	The ability to get along and interact positively with coworkers. The degree and style of understanding and relating to others.
Thoroughness	The ability to ensure that one's own and other's work and information are complete and accurate; carefully prepares for meetings and presentations; follows up with others to ensure that agreements and commitments have been fulfilled.
Team Leadership	The ability to effectively manage and guide group efforts. Includes providing appropriate level of feedback concerning group progress.
Fostering Diversity	The ability to promote equal and fair treatment and opportunity for all.
Client Focus	The ability to identify and respond to current and future clients needs; provide excellent service to internal and external clients.
Planning & Organizing	The ability to define tasks and milestones to achieve objectives, while ensuring the optimal use of resources to meet those objectives.
Human Resource Management	The ability to effectively recruit, select, develop, and retain competent staff; includes making appropriate assignments and managing staff performance.
Change Leadership	The ability to manage, lead, and enable the process of change and transition while helping others deal with their effects.
Conflict Management	The ability to prevent, manage, and/or resolve conflict.
Developing Others	The ability and willingness to delegate responsibility, work with others, and coach them to develop their capabilities.
Diagnostic Information Gathering	The ability to identify the information needed to clarify a situation and draw out the information when others are reluctant to disclose it.
Creative Thinking	The ability to look at situations from multiple perspectives. The tendency or ability of individuals to do or create something new. The ability to create solutions to problems using novel methods and processes.

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Empowering Others	The ability to convey confidence in employees' ability to be successful, especially at challenging new tasks; share significant responsibility and authority; allow employees' freedom to decide how they will accomplish their goals and resolve issues.
Results Orientation	The ability to focus personal efforts on achieving results consistent with the organization's objectives.
Vision and Strategic Thinking	The ability to support, promote, and ensure alignment with the organization's vision and values. The ability to understand how an organization must change in light of internal and external trends and influences.
Organizational Awareness	The ability to understanding the workings, structure, and culture of the organization as well as the political, social, and economic issues affecting the organization.
Professional and Personal Development	The commitment to improve one's technical and personal growth.
Resource Management	The ability to ensure the effective, efficient, and sustainable use of public service resources and assets; human and financial resources, real property and business information.
Light Blue Font represents the Competencies Included in the Leadership Model	